

**UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS
REVISED STRATEGIC PLAN**

FISCAL YEARS 1997 - 2002

September 21, 1998

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Section 1.

Introduction

Agency Mission

The Bureau of Labor Statistics (BLS) is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics. The BLS is an independent national statistical agency that collects, processes, analyzes, and disseminates essential statistical data to the American public, the U.S. Congress, other Federal agencies, State and local governments, business, and labor. The BLS also serves as a statistical resource to the Department of Labor (DOL).

BLS data must satisfy a number of criteria: relevance to current social and economic issues; timeliness in reflecting today's rapidly changing economic conditions; accuracy and consistently high statistical quality; and impartiality in both subject matter and presentation.

Vision

With the strongest commitment to integrity and objectivity, the BLS will be premier among statistical agencies, producing impartial, timely, and accurate data relevant to the needs of our users and to the social and economic conditions of our Nation, its workers, its workplaces, and the workers' families.

About The Agency

The effective operation of a Federal statistical agency must begin with a clearly defined mission and must reflect commitment to the principles of policy relevance, credibility among data users, and trust among data providers and data subjects. An Act of June 27, 1884 that established the Bureau of Labor Statistics stated that, "The general design and duties of the Bureau of Labor shall be to acquire and diffuse among the people of the United States useful information on subjects connected with labor, in the most general and comprehensive sense of that word, and especially upon its relation to capital, the hours of labor, social, intellectual, and moral prosperity." In addition to the Act, all BLS programs meet statutory responsibilities assigned to the BLS or the U.S. Department of Labor.

In addition, the BLS adheres to the best practices for statistical agencies. The BLS has a strong measure of independence. In the BLS, the President appoints the agency head, the Commissioner, with approval by the Senate for a specific term not coincident with that of the administration. The BLS must also be distinct from the enforcement and policy-making activities within the DOL. BLS is impartial and avoids even the appearance that the data may be manipulated or used for other than statistical purposes.

As a Federal statistical agency, the BLS conducts work in an open environment. Major changes in program design, scope, or methods are discussed in advance with users and advisory committees and described in published materials. Fair information practices are used, such as maintaining the confidentiality of individual responses. Confidentiality of the information that respondents furnish is assured by protecting the microdata, combining the data reported, and issuing the findings in summary tables, analyses, and reports. The BLS values cooperation with data users and consults with a broad spectrum of users of its data in order to make its products more useful. As part of the BLS customer pledge to the public, the Bureau promises to help users understand the uses and limitation of the data.

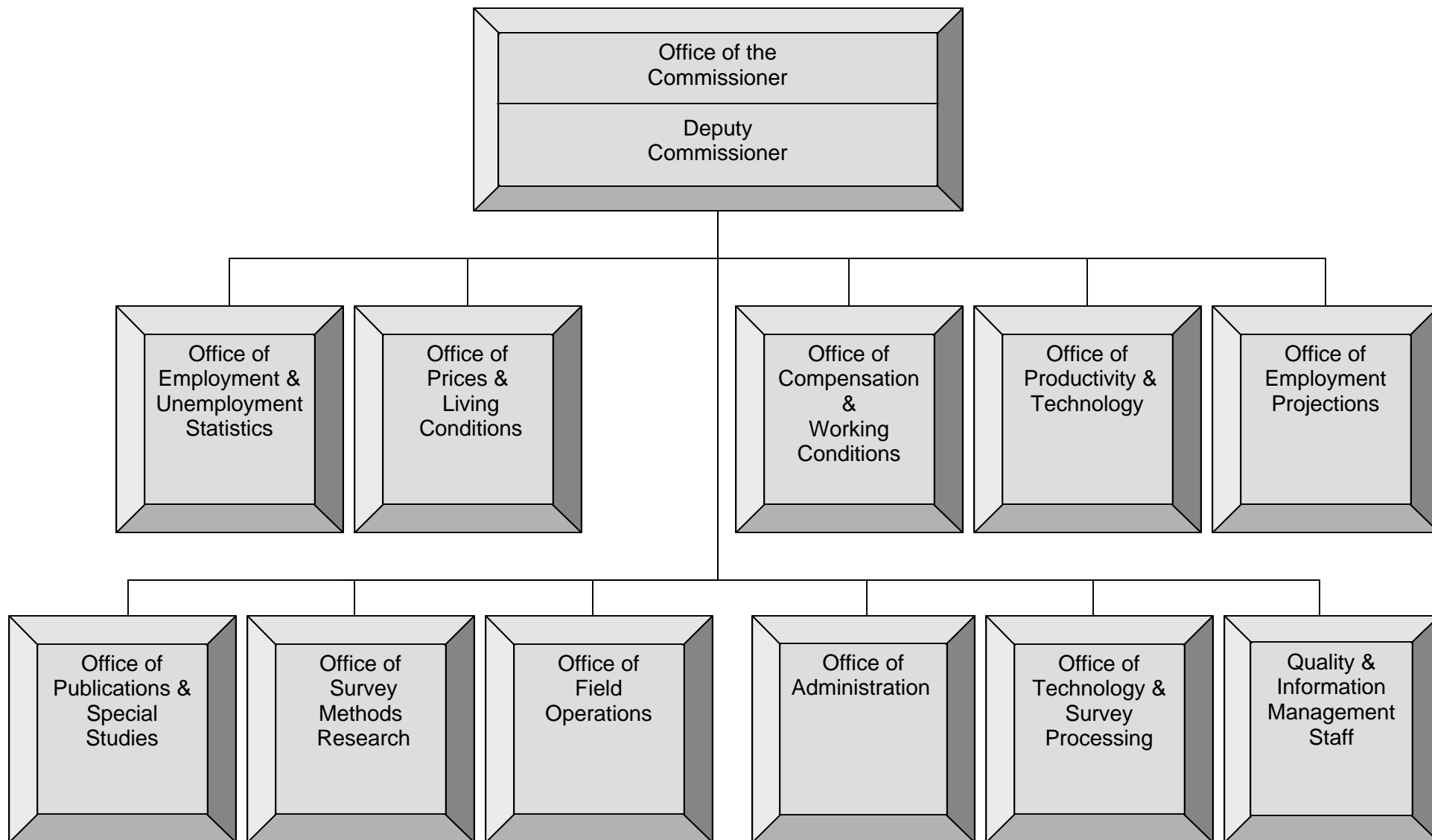
The BLS gathers inputs from the business and labor communities through completely voluntary advisory councils. Established in 1947, these councils meet with BLS staff to discuss both the prospective programs and the day-to-day problems confronting the BLS in collecting, tabulating, and analyzing statistics, and in publishing analytical reports.

Other practices include: openness about the data provided, commitment to professional standards, wide dissemination of data, an active research program, professional advancement of staff, caution in conducting nonstatistical activities, and coordination with other statistical agencies.

In terms of statistical program outputs, the BLS is uniquely responsible for the production of some of the Nation's most sensitive and important economic series. Its major indicators are not only a key source of data used by the President, Congress, and other Federal policy makers in monitoring the state of the economy and making economic decisions, but they also are used by public and private institutions for economic planning and analysis. BLS data series are significant components of the National Income and Product Accounts produced by the Department of Commerce, such as the Personal Income estimates of the Gross Domestic Product. The Federal Reserve Board also uses BLS data in its industrial production series.

Organizationally, the BLS is arranged according to subject matter areas, an arrangement that has proved effective over the years. Most BLS data come from surveys conducted by the BLS field staff, by the Bureau of the Census on a contract basis, or jointly with cooperating agencies of State governments. Nationwide, the BLS has approximately 2600 employees dedicated to fulfilling its mission. An organizational chart of the BLS is included on the following page.

Bureau of Labor Statistics Organization Chart



Section 2.

The Changing Economy

The American economy is confronted with the challenges of rapid technological changes, the globalization of world markets, and profound demographic shifts. These forces are reshaping the American workplace in terms of the nature and types of jobs, the composition of America's workforce, and workers' education, skills, and experiences in the world of work. The BLS has been and will continue to be responsive to users' need to understand changes.

The American workplace has changed rapidly over the last several years. Employment growth continues to be concentrated in white-collar occupations and in the service-producing sector of the economy. This trend is expected to continue, as manufacturing employment as a share of the total workforce is projected to decline in the 21st century. There is continued concern that employment relationships are becoming less secure. The temporary help industry has grown more rapidly than many other sectors of the economy. Further, in 1997, six million workers viewed their main job as contingent, believing that they lacked a commitment for ongoing employment in that job. In addition, millions of workers are displaced from their jobs each year because of structural changes in the economy.

In fulfilling its mission of providing timely, accurate, and relevant information on the economy, the BLS will continue to produce the data that will quantify and help data users understand these changes. In addition, the BLS is improving its programs so that they capture these workforce and workplace changes. For example, the Current Population Survey, which provides monthly data on the demographic and educational characteristics of the labor force, will continue to include supplemental surveys on workplace issues such as contingent employment, worker displacement, and work schedules.

Several programs, particularly in the areas of producer prices and productivity, are expanding their coverage of the service sector to reflect the changing economy. New classifications systems for industries and occupations also are being introduced to capture existing and anticipated shifts in employment patterns. The conversion of the Current Employment Statistics program to a probability-based sample will improve the accuracy of this closely watched data series of monthly industry employment estimates.

A new monthly survey of job openings and labor turnover for the Nation and major industry sectors will fill a major gap in the statistical system. The survey is intended to provide data on the demand for workers to complement the existing data on labor supply.

The continuing integration of the sampling, collection, and processing of several compensation surveys will enrich the available data and provide program efficiencies. These surveys provide important information on emerging changes in employer costs for

employee compensation, and on the incidence and type of employee benefits, such as health insurance and retirement plans.

While inflationary pressures have remained relatively low in recent times, the importance of accurate measures of price change has been stressed in several forums. The BLS initiatives in this area include a substantial expansion in the Consumer Expenditure Survey that will facilitate the introduction of new goods into the market basket in a more timely fashion. The BLS also will continue to improve measures of quality change and will develop alternative measures of changes in the cost of living.

Section 3.

DOL and BLS Strategic Goals

DOL Strategic Goals

DOL Goal One A Prepared Workforce Enhance opportunities for America's workforce

DOL Outcome Goals:

- Increase employment, earnings, and assistance
- Assist youth in making the transition to work
- Provide information and tools about work
- *Provide information and analysis on the U.S. economy*

DOL Goal Two A Secure Workforce Promote the economic security of workers and families

DOL Outcome Goals:

- Increase compliance with worker protection laws
- Protect worker benefits
- Provide worker retraining

DOL Goal Three Quality Workplaces Foster quality workplaces that are safe, healthy, and fair

DOL Outcome Goals:

- Reduce workplace injuries, illnesses, and fatalities
- Foster equal opportunity workplaces
- Support a greater balance between work and family
- Reduce exploitation of child labor and address core international labor standards issues

BLS Strategic Goals and Objectives Supporting the DOL Goals

DOL Goal One A Prepared Workforce

- **DOL Outcome Goal: Provide information and analysis on the U.S. economy**
 - **BLS Strategic Goal One:** Measure the economy through producing and disseminating timely, accurate, and relevant information in our areas of expertise.

BLS Strategic Objectives:

- 1.1 Produce and disseminate employment, unemployment, and labor market demographic statistics.
- 1.2 Produce and disseminate price statistics.
- 1.3 Produce and disseminate compensation and job safety statistics.
- 1.4 Produce and disseminate productivity data series and comparative international measures.
- 1.5 Produce and disseminate labor force and employment projections.

DOL Goal One A Prepared Workforce

- **DOL Outcome Goal: Provide information and analysis on the U.S. economy**
 - **BLS Strategic Goal Two:** Improve accuracy, efficiency, and relevancy of our economic measures and program outputs through increased application of state-of-the-art statistical techniques, economic concepts, technology, and management processes.

BLS Strategic Objectives:

- 2.1 Update existing industrial and occupational classification systems.
- 2.2 Improve the quality of the Consumer Price Index.
- 2.3 Improve service sector coverage in major BLS programs: Consumer Price Index, Producer Price Index, International Price Program, and Productivity.
- 2.4 Improve the quality of the output from the Current Employment Statistics program and establish a new Job Openings and Labor Turnover Survey (JOLTS).
- 2.5 Fully integrate the separate existing BLS compensation programs.
- 2.6 Seek out customers; determine and address their evolving needs.
- 2.7 Enhance coordination with other Federal, State, and international statistical agencies.

Strategies to Achieve Goals

Continuous improvement of the operational processes through which BLS program outputs are produced is implemented using the Bureau Statistical Program Model. These processes will be used to accomplish the goals and objectives in the strategic plan and the performance goals in the annual performance plans. The steps in this model are listed and described below. Stakeholders are frequently consulted during the implementation of the model and their input is used to initially shape and to revise the programs over time. Some steps are followed by examples using budget initiatives included in this strategic plan. While all operations are performed for new programs, ongoing programs require only a subset of the operations. (1.1-1.5 and 2.1-2.7)

- **Conceptualization:** The objective of Conceptualization is to define the purpose, analytical goals, and requirements of the program's major products and services to be delivered at the end of Implementation. Currently, for example, the BLS is defining the scope and requirements for a monthly survey on job openings and labor turnover for the Nation and major industry sectors. (2.4)
- **Planning:** The objective of Planning is to establish a time schedule and resource plan which will be balanced against the scope of technical issues dealt with in Design.
- **Design:** The objective of Design is to determine the specifics of how the purpose and requirements defined during Conceptualization will be met within the parameters of time and resources set during Planning. The most up-to-date techniques and methods for implementing the plan are researched. With the implementation of the new North American Industry Classification System (NAICS), for example, comes a new set of requirements for all industry-based programs. As a result, the universe file of establishments will be updated to conform to NAICS, followed by other BLS economic programs. (2.1)
- **Development:** The objective of Development is to create the systems, technology, instructions, materials, and training needed to execute the requirements specified in Design and then to assess customer satisfaction with the finished product. As an illustration, new data collectors are being trained in order to expand the sample size of the Consumer Expenditure Survey by approximately 50 percent as described in the Consumer Price Index Improvement (CPI-I) initiative. (2.2)
- **Implementation:** The objective of Implementation is utilization of the tools – procedures, hardware, software, and collection instruments – by a trained staff to achieve the analytical goals defined during Conceptualization. To take one case, the BLS will complete the 1998 Consumer Price Index Revision (CPI-R) budget initiative by updating the CPI market basket's sample to reflect current demographic, geographic population, and expenditure patterns of all goods and services. (2.2 and 2.3)
- **Validation:** The objective of Validation is the analysis and evaluation of a program's actual and projected performance level.
- **Administration:** The objective of Administration is to provide the Bureau of Labor Statistics with the oversight and support it needs to carry out its mission.

Overall, the skills required to facilitate the functioning of the Bureau can be characterized as being more technologically advanced than in the past. Technological advances are making the Bureau more efficient. These advances are occurring in all aspects of the Bureau's work and are particularly evident in the following three areas (1.1-1.5 and 2.1-2.7):

- Data collection and review are being facilitated with the use of computers both at the survey respondent's locale and at the BLS worksite. Computers also are being used increasingly to collect data through the use of electronic data transmission directly from the respondent to the Bureau.
- Data dissemination is being modernized with the goal of serving a larger customer base with greater speed, accuracy, and more tailored customer service. The end result

- is that more customers receive the data they want in the format that best suits their needs.
- Many of the BLS computer systems have been downsized from mainframe computers to a personal computer-based client/server environment.

Accountability for the achievement of the BLS Strategic Plan rests squarely on Bureau managers. In 1997, the BLS implemented a new performance appraisal system for managers. The job elements and standards for managers are defined by showing how their work contributes to the organizational goals. Since the BLS Strategic Plan is aligned with individual program and support area plans, goal achievement is the responsibility of BLS managers. (1.1-1.5 and 2.1-2.7)

Since the BLS Strategic Plan is based on the achievement of individual program and support area plans, no new information activities are required for the achievement and measurement of the strategic goals.

The BLS will make the plan accessible through its internal and external Web sites soon after completion. (1.1-1.5 and 2.1-2.7)

Key External Factors That May Affect Performance

The accomplishment of the strategic goals and objectives is partly dependent on external factors over which the BLS has limited control. Within the strategic plan, however, the BLS addresses many of these factors in order to better position the Bureau to respond to changes in circumstances.

The rapid change in the economy is an important factor affecting the Bureau's work. Economic change translates directly into new demands for data. Being in tune with customers' changing needs while keeping within a limited budget may affect the accomplishment of the strategic goals and objectives.

A second factor is the outlook for changing resources in the years ahead. This requires the BLS to prioritize services and products across the whole organization, standardize technology where possible, manage for results, and be acutely aware of customers' needs.

A third external factor concerns staffing the organization. The BLS must be able to hire and retain highly qualified staff. Coupled with this requirement is the need to develop and train staff to meet the challenges of reengineered work processes and rapidly changing technology.

Constantly changing technology has an impact on all BLS work processes. This factor requires that the BLS keep informed of technological changes, test the applicability of innovations to BLS processes, and make the necessary adjustments. The ability to keep abreast of improvements and to use these improvements effectively is important to meeting the plans laid out in this document.

Periodically, special commissions raise both long- and short-term issues in government statistics. The BLS may be required to address the issues raised, which may take resources from other planned work.

Voluntary reporting is the last factor that may affect performance. For more than a century, the Bureau has asked large numbers of firms and individuals to provide information closely related to their daily affairs and personal lives, and the Bureau's respondents have been remarkable in their generosity. Increasing data demands may affect the degree of cooperation provided to the Bureau in the future. The Bureau will continue to strive to maintain the high levels of its response rates.

Section 4.

Relationship Between Goals in the Annual Performance Plan and the Strategic Plan

The BLS performance goals outlined in the annual performance plans are tied closely to the Agency strategic goals and objectives in the Bureau's strategic plan. Each year's performance goals indicate the expected progress towards achievement of the strategic goals and objectives for that particular year. The BLS has prepared annual performance goals and measures for FY 1997 through 2002.

Though related, the two agency strategic goals focus on different aspects of the Bureau's mission. For the objectives within the first strategic goal, the production of BLS data, the performance goals are the measurable *accomplishment of the program deliverables*. For example, the successful publication of high quality National Labor Force statistics according to the announced schedule is a performance goal under the production and dissemination of the employment, unemployment, and labor market demographic statistics objective.

For the second strategic goal, the improvement goal, the performance goals are quite different. These performance goals are *significant milestones* expected to be completed towards the accomplishment of an improvement objective in the given year. For example, updating the Consumer Price Index market basket to reflect current geographic population and expenditure patterns of all goods and services is one performance goal within the objective of improving the quality of the Consumer Price Index.

Because of the nature of BLS products, the performance measures in the annual performance plan are process or output rather than outcome oriented. The outcome of a major statistical agency such as BLS is better-informed decisions in both the public and private sectors. More specifically, BLS programs produce detailed information about labor markets, prices, and productivity that individuals, corporations, and public policy makers rely and act upon on a daily basis. The BLS cannot measure the quality of a decision or how well-informed a decision-maker is in any sound quantifiable manner. Therefore, the BLS measures three aspects of its program performance: output, timeliness, and reliability (including accuracy). We believe these are valid and practical proxies for the outcome of statistical programs.

Within the performance goals and measures, the data produced are referred to as being of "high quality." The definitions of high quality vary by statistical program but all fall within the guidance provided in *Principles and Practices for a Federal Statistical Agency*, a "white paper" by the National Research Council's Committee on National Statistics. For either strategic goal, it is through consistently monitoring the performance goals and measures that the BLS will know if it has succeeded. The achievements are recorded in the BLS Quarterly Review and Analysis Report, which will then feed into the

yearly Program Performance Report required by the Government Performance and Results Act.

Section 5.

Consultation with Stakeholders

The BLS often provides sensitive economic data to a diverse group of stakeholders. Stakeholders can be divided into three groups. First, some stakeholders fund the agency, such as the U.S. Congress. Second, most stakeholders use the data. Within this group are Department of Labor agencies, Federal policy makers, other government agencies, business, labor, researchers, the media, and private citizens. Finally, stakeholders may have some vested interest in the work of the BLS. Some entities within this group are the Administration, the U.S. Congress, the DOL, the States, other statistical agencies, business, labor, and professional associations.

BLS data are used extensively. The major economic indicators are not only a key source of data used by the Administration and Congress in monitoring the state of the economy and implementing Federal legislation, but they also are used by industry and labor in economic planning and collective bargaining activities as well as by both public and private institutions in a variety of other planning and analytic activities. The BLS data also play a large and important role in the development of other Federal statistics, such as the personal income estimates of the Gross Domestic Product produced by the Department of Commerce, and the industrial production series produced by the Federal Reserve Board.

In addition to their use in policy formulation, Bureau statistics impact the daily lives of the vast majority of Americans. The employment and unemployment data are used in a variety of Federal funding formulae. The Consumer Price Index is used to adjust income tax brackets and directly impacts all Americans who receive Social Security benefits or other Federal benefits or transfer payments. In addition, the CPI is frequently used to adjust private sector payments, such as wages, rents, fees, etc. The Producer Price Index escalates billions of dollars of private and governmental contract payments.

On a continuous basis, the BLS statistical programs communicate and coordinate the accomplishment of their strategic goals and objectives with customers, suppliers (such as survey respondents), and partners. Depending on the program, the States and other statistical agencies, such as the Bureau of the Census and the Bureau of Economic Analysis, are actively involved in this coordination.

The Workforce Investment Act of 1998 establishes a national employment statistics system which is planned, administered, overseen, and evaluated through a cooperative governance structure involving the Department of Labor and States. The Secretary of Labor, through the Bureau of Labor Statistics, and in cooperation with the States, is to prepare an annual plan to manage the nationwide system. The BLS is working to implement the provisions of the Act.

In addition, the Interagency Council on Statistical Policy, whose membership includes the heads of Federal statistical agencies, started an initiative to strengthen coordination among statistical agencies. All strategic plans were shared and the agencies reviewed their plans to compile inventories of current and potential collaborative activities.

Receiving feedback from other stakeholders on the BLS Strategic Plan is a continuous process. In addition to the statistical agencies, the strategic plan was circulated to the States, professional organizations, and the BLS advisory councils. Comments received have been positive and many changes have been incorporated into the plan.

Section 6.

Cross-Cutting Coordination

In addition to producing statistics on the U.S. economy, the BLS serves many other roles as a member of the Federal statistical community. Federal, State, and international statistical agencies encounter common and sometimes overlapping issues that must be coordinated for the benefit of the users of these data. Therefore, it is important for the BLS to be involved in cooperative efforts with these agencies, in order to maximize BLS performance and achieve its goal to improve the accuracy, efficiency, and relevancy of economic measures that it produces.

As a Federal statistical agency, the BLS is a member of the Interagency Council on Statistical Policy (ICSP), a committee of representatives from 15 agencies, which works to identify areas for collaboration. Due to the nature of Bureau programs, the BLS is also active in ongoing relationships with the Bureau of the Census and the Bureau of Economic Analysis within the Department of Commerce. For example, the Bureau of the Census conducts the Current Population Survey every month for the BLS. The BLS has long-standing relationships with cooperating State agencies on the production of essential statistical data; it is the only Federal statistical agency with such long-lived and deep working relationships with the States. For example, the BLS has cooperative agreements with the States and territories to produce economic statistics on such topics as employment, unemployment, occupational employment, and safety and health. The BLS also works with foreign statistical agencies and international organizations in efforts to enhance comparability of concepts and definitions. For example, BLS senior staff are currently chairing two different statistical working parties sponsored by the Organization for Economic Cooperation and Development (OECD), a group with representatives from over 20 countries. These parties are charged with improving and standardizing the data on productivity and employment/unemployment used around the world.

Common Industrial Classification System

Over the past few years, BLS staff have been working with staff from the Bureau of the Census, the Bureau of Economic Analysis, the Internal Revenue Service, and the Social Security Administration, as well as staff from Canada and Mexico to improve, update, and standardize the industrial classification system to meet the needs of the 21st century. This effort resulted in the North American Industrial Classification System (NAICS), which will become the standard for all government agencies producing or utilizing establishment-based data by the year 2005. NAICS includes 20 sectors and 1165 industries compared with the Standard Industrial Classification (SIC) system, which includes 10 divisions and 1005 industries.

Race And Ethnicity Standards and Definitions

The BLS co-chaired a research working group with the Bureau of the Census which investigated and proposed an approach to revising data collection standards and definitions for race and ethnicity. This interagency committee consisted of several Federal agencies, such as the National Center for Health Statistics, Veterans' Administration, Department of Justice, National Center for Education Statistics, and many others, and worked to revise the government-wide standards on how such demographic data should be collected. These standards were released in an OMB directive in October 1997. Now the committee has turned its attention towards developing guidelines for statistical agencies on how to tabulate data according to the standards outlined in the OMB directive. Notably, respondents now have the option of checking more than one option when identifying their race, which poses many challenges in terms of tabulation of survey results and continuity of data series.

FedStats: One-Stop Shopping for Federal Statistics

Through its work with the ICSP, the BLS was heavily involved in the development of FedStats, a "one-stop shopping" Web site for Federal statistics which was completed in the spring of 1997. Through this site, users can access official statistical information from over 70 Federal agencies without having to know which agency releases which statistics. These data cover a wide range of topics, such as economic and population trends, health care costs, aviation safety, foreign trade, farm production, and many more. The BLS continues to be involved in research and development activities which support the long-term goals of FedStats.

BLS as a Statistical Resource to the Department of Labor

Finally, the BLS serves as a statistical resource to the DOL, producing data on the workforce, workplace, and compensation and often working with other DOL analysts in common efforts. The data are utilized by other DOL agencies to fulfill their individual missions. For example, the ETA uses occupational employment and wage survey data in alien certification decisions; the ESA uses wage surveys in setting minimum pay for contractors providing services to the Federal government; the OSHA uses occupational safety and health statistics to identify those areas in most need of attention; and the VETS uses data on the employment situation for special disabled and Vietnam-era veterans in a Congressionally-mandated biennial report.

Section 7.

Program Evaluation

Program evaluations used in developing and modifying the strategic plan include: analysis of the annual performance plans; internal reviews conducted by BLS program and research staff; views from customers based on program-specific and Bureau-wide customer feedback measurements and meetings; assessments conducted by advisory groups; and evaluations required by the Office of Management and Budget (OMB). Internal evaluations are conducted using existing resources.

Internal reviews are conducted at various times in the statistical process by program and research staff. For example, as previously described in the Bureau Statistical Program Model, research is conducted to determine the best design, to ensure that the most up-to-date techniques and methods are utilized within the constraints of time and resources.

Regarding submissions to the OMB, limited performance evaluations (e.g., sampling error but not non-sampling error) for BLS principal economic indicators are required by OMB Statistical Policy Directive Number 3. These evaluations are to assure that the data series meet specific accuracy, release, confidentiality, and accountability standards. Evaluations are conducted every three years for each of the eight indicators.

Customer feedback is periodically obtained for major programs through the conduct of in-depth data gathering initiatives. This includes surveys, such as recently conducted user surveys in the Consumer Price Index and productivity areas, and user conferences such as those conducted in the compensation area. Over the years, this user feedback has proven invaluable in prioritizing improvements and in updating products and methods of data dissemination.

The BLS has a long-standing relationship with a voluntary advisory system drawn from both the business and labor communities, the Business and Labor Research Advisory Councils. Established in 1947, the Councils are seen as a way to consult with major user groups as the Bureau's programs are developed and revised. The work of the Councils is performed through its committees, which are created around the major statistical programs: employment/unemployment, prices, compensation, safety and health, productivity, and economic growth.

The following table summarizes the program evaluation schedule including: the type of evaluation, the BLS strategic goal to which it refers, the methodology for the evaluation, key issues to be addressed, and when the evaluation will occur.

Summary of BLS Future Program Evaluations

Program Evaluations	BLS Strategic Goals		Methodology	Key Issues	Estimated Completion
	1	2			
Limited Evaluations submitted to OMB for the following eight Economic Indicators: 1. Producer Price Index 2. Current Employment Survey 3. Real Earnings 4. Employment Cost Index 5. Productivity and Costs 6. U.S. Import and Export Index 7. Consumer Price Index 8. Current Population Survey	X	X	Described in Statistical Policy Directive #3	Accuracy and reliability, documentation, performance, and pre-release confidentiality	Every 3 years 1998, 2001 1998, 2001 1998, 2001 1999, 2002 1999, 2002 1997, 2000 1997, 2000 1997, 2000
Customer Satisfaction Surveys (CSS)	X	X	Surveys	Service delivery, customer requirements	Yearly
Business Research Advisory Council (BRAC)	X	X	General sessions and committees express their opinions through resolutions and recommendations	Advise on technical issues, stakeholder needs, assessment of program effectiveness	Meets semiannually
Labor Research Advisory Council (LRAC)	X	X	General sessions and committees express their opinions through resolutions and recommendations	Advise on technical issues, stakeholder needs, assessment of program effectiveness	Meets semiannually

Section 8.

Data Capacity

The Bureau of Labor Statistics recognizes the importance of capturing and using measures that can identify Bureau programs and operations in need of improvement. Two types of information systems are used – performance measurement systems that provide information on program accomplishment and management information systems used to monitor the cost of performance. Both types of systems must provide data that are timely, accurate, and relevant. This section discusses the types of data that are collected to ensure the accomplishment of the BLS strategic goals and objectives.

Program Information Systems

Performance indicators for Agency Strategic Goal One, the production of statistical data, reflect three aspects of high-quality statistics. The first is the output or number of different measures each program produces. The BLS produces measures for the Nation and for geographic, demographic, industrial, or occupational sub-sectors of economic activity. Publishing a full range of measures allows decision-makers to select the statistic most relevant for the decision they face.

The second performance measure the BLS reports for statistical programs, reflects how often BLS meets the release dates. For example, some BLS programs produce statistics that are so important to gauging the economy that the Office of Management and Budget has designated them principal economic indicators. For these programs, BLS publishes a schedule of when the data will be released. These schedules permit all decision-makers to know when information will be available and provide the data to all decision-makers at the same time, as soon as possible after the period they reference.

Finally, the performance indicators include a reliability or accuracy measure for each principal economic indicator. Decision-makers need to know how well the BLS statistics truly reflect the economic activity they describe. While there is a wide variety of conditions that govern the reliability of statistical measures, the BLS performance indicators report on one condition for each major economic indicator, often the size of the sampling error.

Verification of program information occurs through various sources. One can validate the output measures through the resulting published data. Verification of the timeliness measures occurs through the comparison of the planned schedule and actual press release dates of products by publications staff who are independent of program staff. The reliability measures are verified from direct output of the systems that the BLS uses to run and manage the programs.

The BLS reflects its commitment to continuous improvement of its statistical processes and products in Agency Strategic Goal Two. The objectives identified under this goal

cover a full range of improvements, such as program, technology, and customer outreach improvements. The performance goals for these improvements are stated as significant events, developed as part of the BLS Statistical Program Model planning process, to be achieved in the given year. Over time the BLS will validate these indicators by showing how they relate to desired outcomes such as modernizing BLS programs or improving data accuracy. For example, the January 1998 release of the revised CPI accomplished the stated goal of improving the CPI.

Management Information Systems

The Management Information Systems (MIS) program was established in 1980 to provide a unified approach to the development, implementation, and execution of Bureau-wide systems of management information. MIS program systems and applications provide managers with comprehensive, timely, and flexible access to financial, personnel, staffing, and administrative data within the program, cost center (e.g., major functions within programs such as field data collection units and processing organizations), and object class framework. Some systems provide detailed views of the Bureau's financial and personnel resources. Other systems have fundamentally altered management processes by helping managers develop detailed operating plans for major expense categories.

The BLS continues its commitment to accurate information management by serving as a pilot agency for DOL's implementation of GPRA cost accounting. The BLS has for many years managed its resources by statistical program or product line. Based on these programs, the BLS identified the GPRA activities (responsibility segments) that will appear as separate line items on the Performance Report and the Statement of Net Costs. These responsibility segments reflect the direct costs and indirect costs (administrative, research, etc.) associated with the programs. Using specific allocation methods for indirect costs provided by the BLS, the DOL will produce test reports that will show net costs for each responsibility segment. As a result, the BLS will be able to report net cost for each major program under Agency Strategic Goal One for which the BLS reports performance.

Uses of the Information Systems

The BLS established a Quarterly Review and Analysis System to highlight critical information in a concise format for each statistical program. The report includes current data on performance goals and measures. The report is used extensively by the Commissioner, Deputy Commissioner, and program managers to evaluate performance, to identify and resolve issues at their early stages of development, and to enable adjustments to financial and program planning on a continuous basis.

Limitations of The Data

As stated earlier, the BLS performance measures are process or output rather than outcome oriented. There is no direct way to measure the outcome of better-informed

decisions made with the use of BLS statistical information. Both the quality of the decision and how well informed is the private or public sector decision-maker are things BLS cannot measure. The BLS presumes, however, that accurate data delivered on a timely basis contribute to better decisions.

Most Bureau programs are sample surveys. There are two types of errors possible in estimates based on a sample survey: sampling and nonsampling error. Estimates of sampling error are produced and made available. Good measures of nonsampling errors, such as response variance, response bias, and other types of variance and bias; and measuring of characteristics (e.g., relevance) are very difficult and expensive to produce regularly for each indicator. Thus, the BLS investigates the potential sources of nonsampling error through indirect means such as respondent debriefings, protocol analysis of interviews conducted in our cognitive laboratory, and reinterview programs. Research results are used to modify production processes and are published in technical and conference papers.

Section 9.

Maintaining a Bureau Strategic Management Focus

The strategic goals and objectives identified in Section Three can only be accomplished through effective support functions. The BLS constantly seeks to improve these administrative processes and has identified several management objectives designed to encourage continuous improvement. These objectives can be divided among three categories: human resources, information technology, and financial management.

Human Resources Management

The BLS must be able to hire and retain highly qualified staff. Coupled with this requirement is the need to develop and train staff to meet the challenges of reengineered work processes and rapidly changing technology.

The accomplishment of the BLS mission is based in part on ensuring that the workforce is continually improved and developed and will, in turn, improve productivity. The BLS workforce development program is designed to support developmental needs of employees. As part of this program, the BLS will continue its efforts to implement occupation-specific training programs for core BLS professional occupations, and managers and executives, as well as, general workforce skills for all employees.

As a result of advances in technology, the need for a large clerical and technical staff to accomplish the work of the BLS has greatly diminished over time. The BLS will continue to utilize attrition, reassignment, and retraining efforts for this workforce and will continue to address this issue through the year 2000.

Human Resources Objective

BLS Human Resources Objective: Enhance the capabilities of the BLS workforce.

Strategies to Achieve Goal

A broad recruitment and workforce development program is a cornerstone of the BLS strategic human resource initiative through the year 2002. Recruitment activities will continue to be integrated fully with current and projected BLS vacancies in economist, mathematical statistician, and computer specialist areas. The recruitment program is designed to ensure that the BLS continually achieves a more diversified workforce. The BLS continues its efforts to improve college recruiting and relations by:

- Maintaining strong mutually supportive relationships with colleges and universities across the Nation, emphasizing Historically Black Colleges and Universities and Hispanic Serving Institutions,
- Sponsoring BLS Job Fairs,

- Conducting outreach efforts through workshops on campuses that address course requirements and applications for positions in the BLS,
- Advertising positions on the BLS Web site,
- Continuing to work closely with professional associations and other statistical agencies,
- Issuing recruitment bonuses to economists, mathematical statisticians, and computer specialists, as appropriate.

Information Technology Management

Information technology is used extensively in all BLS work. In the first strategic goal, the production of the statistical programs, information technology is used in all programs to produce the statistical outputs. The second strategic goal focuses on improvement of products and processes. Some improvements are based on the use of new or more efficient technology.

Information Technology Objective

BLS Information Technology Objective: Continuously modernize information technology resources to ensure efficiency of support processes.

Strategies to Achieve Goal

Ensure that there will be no interruption of service to BLS customers due to Y2K problems by implementing and certifying that all systems are Y2K compliant, or contingency plans are implemented for all mission-critical systems. The BLS Certification Lab and a central DOL contractor will verify and validate Year 2000 compliance of BLS application systems. The validation effort includes a review of contingency plans for each system to ensure continuity of operations in all program areas.

Establish and meet criteria to measure currency and reliability of key components of the computing infrastructure.

Implement timely and effective countermeasures to emerging information technology threats.

Financial Management

The primary goal in the financial arena is to ensure the stewardship over the financial resources of the Bureau. The goal will be accomplished through the ability of the BLS to maintain a clean audit opinion on the Consolidated Financial Statements. The BLS has no unresolved internal control issues or material weaknesses. There are no outstanding issues with external authorities such as the General Accounting Office or the Inspector General.

Financial Management Objective

BLS Financial Management Objective: Maintain the integrity and stewardship of the Bureau's financial resources.

Strategies to Achieve Goal

The BLS complies with legislative requirements and existing operational standards.

As stated earlier, the BLS has agreed to act as a pilot agency in the Department of Labor's efforts to develop GPRA cost accounting. The pilot will be complete by the end of 1999. As a result, the BLS will be able to report net cost for each major program under Agency Strategic Goal One for which the BLS reports performance.

Section 10. Conclusion

With America's workforce and workplace rapidly changing, this is a time of challenge. As the new millennium approaches, the Nation needs timely, accurate, and relevant information for decision-makers in all aspects of economic activity. The BLS Strategic Plan sets a path to obtain results which will ensure that Americans have the critical information needed to make decisions necessary for the 21st century and beyond.

Appendix A: List of Acronyms

BLS	Bureau of Labor Statistics
ATM	Asynchronous Transfer Mode
CES	Current Employment Statistics
CFOI	Census of Fatal Occupational Injuries
CPI	Consumer Price Index
DOL	Department of Labor
EBS	Employment Benefits Survey
ECI	Employment Cost Index
ES-202	Covered Employment and Wages
ESA	Employment Standards Administration
ETA	Employment and Training Administration
GPRA	Government Performance and Results Act
ICSP	Interagency Council on Statistical Policy
IPP	International Price Program
ITMRA	Information Technology Management Reform Act
JOLTS	Job Openings and Labor Turnover Survey
LABSTAT	Labor Statistics
MIS	Management Information Systems
NAICS	North American Industry Classification System
NCS	National Compensation Survey
OECD	Organization for Economic Cooperation and Development
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Administration
PPI	Producer Price Index
SIC	Standard Industrial Classification
SOC	Standard Occupational Classification
VETS	Veterans' Employment and Training Service
Y2K	Year 2000
WWW	World Wide Web

Appendix B: Performance Measures Matrix

DOL Strategic Goal: A Prepared Workforce	
BLS Strategic Goal One: Measure the economy through producing and disseminating timely, accurate, and relevant information in our areas of expertise.	
Strategic Objectives/Performance Goals	Performance Measures/Indicators
Produce and disseminate employment, unemployment, and labor market demographic statistics. <i>Produce and disseminate National Labor Force statistics.</i> ➤ In each year from FY 1997 - 2002, <i>Produce and disseminate Employment, Hours, and Earnings statistics.</i> ➤ In each year from FY 1997 - 2002, <i>Produce and disseminate Local Area Unemployment Statistics.</i> ➤ In each year from FY 1997 - 2002,	➤ National Labor Force statistics are of high quality and are disseminated according to the announced schedule. ➤ Employment, Hours, & Earnings statistics are of high quality and are disseminated according to the announced schedule. ➤ Local Area Unemployment Statistics are of high quality and are disseminated according to the announced schedule.

Note: Programs use different statistical measures for determining the quality of the data, for example, in the Employment, Hours, and Earnings statistics, it is the monthly revision between the first and second closing.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Produce and disseminate price statistics.</p> <p><i>Produce and disseminate Consumer Prices and Price Indexes.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>Produce and disseminate Producer Prices and Price Indexes.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>Produce and disseminate International Prices and Price Indexes.</i></p> <p>➤ In each year from FY 1997 - 2002,</p>	<p>➤ Consumer Prices and Price Indexes statistics are of high quality and are disseminated according to the announced schedule.</p> <p>➤ Producer Prices and Price Indexes statistics are of high quality and are disseminated according to the announced schedule.</p> <p>➤ International Prices and Price Indexes statistics are of high quality and are disseminated according to the announced schedule.</p>
<p>Produce and disseminate compensation and job safety statistics.</p> <p><i>Produce and disseminate the Employment Cost Index.</i></p> <p>➤ In each year from FY 1997 - 2002,</p>	<p>➤ Employment Cost Index statistics are of high quality and are disseminated according to announced schedule.</p>

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Produce and disseminate compensation and job safety statistics. (continued)</p> <p><i>Produce and disseminate Census of Fatal Occupational Injuries statistics.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>Produce and disseminate Survey of Occupational Injuries and Illnesses statistics.</i></p> <p>➤ In each year from FY 1997 - 2002,</p>	<p>➤ Census of Fatal Occupational Injuries statistics are of high quality and are disseminated according to the announced schedule.</p> <p>➤ Survey of Occupational Injuries and Illnesses statistics are of high quality and are disseminated according to the announced schedule.</p>
<p>Produce and disseminate productivity data series and comparative international measures.</p> <p><i>Produce and disseminate Productivity and Costs statistics.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>Produce and disseminate comparative international measures.</i></p> <p>➤ In each year from FY 1997 - 2002,</p>	<p>➤ Quarterly Productivity and Costs statistics are of high quality and are disseminated according to the announced schedule.</p> <p>➤ comparative international measures statistics are of high quality.</p>

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Produce and disseminate labor force and employment projections.</p> <p><i>Produce and disseminate the Occupational Outlook Handbook.</i></p> <p>➤ In FY 1997, 1999, and 2001,</p>	<p>➤ the <i>Occupational Outlook Handbook</i> is of high quality and is disseminated according to the announced schedule (disseminated on a two-year cycle).</p>

Appendix B: Performance Measures Matrix

DOL Strategic Goal: A Prepared Workforce	
BLS Strategic Goal Two: Improve accuracy, efficiency, and relevancy of our economic measures and program outputs through increased application of state-of-the-art statistical techniques, economic concepts, technology, and management processes.	
Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Update existing industrial and occupational classification systems.</p> <p><i>Replace the Standard Industrial Classification (SIC) system with the North American Industry Classification System (NAICS).</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, 	<ul style="list-style-type: none"> ➤ classification materials prepared and systems updated for the Covered Employment and Wages (ES-202) program. ➤ staff trained to begin assigning NAICS codes to establishments in 1999 for the ES-202. ➤ mechanically assign NAICS codes to establishments with SIC codes that match unique NAICS codes for the ES-202. ➤ for the ES-202, begin NAICS refiling; survey all establishments with > 50 employment to assign NAICS codes; survey 1.7 million establishments with < 50 employment with SIC codes that do not match unique NAICS codes. ➤ begin resampling for the Producer Price Index (PPI), 40 industries impacted by the NAICS system.

Note: Most activities described are new; therefore, there are no baseline measures.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Update existing industrial and occupational classification systems. (continued)</p> <p><i>Replace the Standard Industrial Classification (SIC) system with the North American Industry Classification System (NAICS). (continued)</i></p> <p>➤ By the end of FY 2000,</p> <p>➤ By the end of FY 2001,</p> <p>➤ In FY 2001 and FY 2002,</p>	<p>➤ for the ES-202, complete NAICS survey refiling; survey 1.7 million establishments with < 50 employment with SIC codes that do match unique NAICS codes; assign NAICS codes to non-respondents; all establishments contained in the BLS Universe Database have both SIC and NAICS codes assigned for 1st quarter 2000 data.</p> <p>➤ begin resampling for the PPI, 60 additional industries impacted by the new NAICS system.</p> <p>➤ begin converting the National Compensation Survey (NCS) to NAICS coding.</p> <p>➤ for the ES-202, continue to assign both NAICS and SIC codes to all new establishments (business births).</p> <p>➤ begin resampling for the PPI, 60 additional industries impacted by the NAICS system.</p> <p>➤ revise computer systems to accept NAICS codes, and train BLS and State staff for the Survey of Occupational Injuries and Illnesses and Census of Fatal Occupational Injuries (CFOI).</p> <p>➤ continue converting the National Compensation Survey (NCS) to NAICS coding.</p> <p>➤ revise industry productivity measures to incorporate data produced in accordance with NAICS.</p>

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Update existing industrial and occupational classification systems. (continued)</p> <p><i>Replace the Standard Industrial Classification (SIC) system with the North American Industry Classification System (NAICS). (continued)</i></p> <p>➤ By the end of FY 2002,</p> <p><i>Update the Standard Occupational Classification (SOC) system.</i></p> <p>➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999,</p> <p>➤ In FY 2000 and FY 2001,</p>	<p>➤ continue to assign both NAICS and SIC codes to all new establishments (business births) for the ES-202.</p> <p>➤ begin resampling for the PPI, 20 additional industries impacted by the NAICS system.</p> <p>➤ adopt NAICS coding of establishments for the CFOI.</p> <p>➤ select establishment sample from the NAICS-coded universe data base for Survey of Occupational Injuries and Illnesses.</p> <p>➤ publish Federal Register notice.</p> <p>➤ begin modifying computer systems to accept SOC codes.</p> <p>➤ publish revised SOC system.</p> <p>➤ continue modifying computer systems to accept SOC codes.</p> <p>➤ begin converting the NCS to SOC coding.</p> <p>➤ continue modifying computer systems to accept SOC codes.</p> <p>➤ continue converting the NCS to SOC coding.</p> <p>➤ conduct Occupational Employment Statistics survey using the revised SOC system.</p>

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Update existing industrial and occupational classification systems. (continued)</p> <p><i>Update the Standard Occupational Classification (SOC) system. (continued)</i></p> <p>➤ By the end of FY 2002,</p>	<p>➤ continue converting the NCS to SOC coding, and train BLS and State staffs for the Survey of Occupational Injuries and Illnesses and Census of Fatal Occupational Injuries.</p>
<p>Improve the quality of the Consumer Price Index.</p> <p><i>Improve the Consumer Price Index (CPI) sample design and estimation methodology used for Medical Care estimates.</i></p> <p>➤ By the end of FY 1997,</p> <p><i>Improve the CPI sample design and estimation methodology used for CPI rent and Owner's Equivalent Rent (REQ) estimates.</i></p> <p>➤ By the end of FY 1999,</p> <p><i>Update the CPI market basket's Housing sample to reflect current demographic and geographic population characteristics.</i></p> <p>➤ By the end of FY 1997,</p> <p>➤ By the end of FY 1999,</p>	<p>➤ use new Hospital Services structure and sample selection methodology in published CPI.</p> <p>➤ use new sample design and estimation methodology for rent and REQ in published CPI.</p> <p>➤ initiate collection of updated Housing sample.</p> <p>➤ updated Housing sample used in published CPI.</p>

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Improve the quality of the Consumer Price Index. (continued)</p> <p><i>Update the CPI market basket's Commodities and Services sample to reflect current geographic population and expenditure patterns of all goods and services.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 2000, <p><i>Develop alternative measures of change in the cost of living.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, ➤ By the end of FY 2000, 	<ul style="list-style-type: none"> ➤ initiate data collection of new Commodities and Services item and outlet samples in the new areas of the revised CPI design. ➤ published CPI includes– <ul style="list-style-type: none"> * Revised item structure, * Updated expenditure weights, and * Updated Commodities and Services sample. ➤ published CPI includes– <ul style="list-style-type: none"> * Certain previously unpriced services, * Prices collected for new goods and services entering the market place, * Quality adjustment for certain goods and services based on supplemental sample of prices and characteristics, and * New item samples based on Telephone Point of Purchase Survey. ➤ begin research on design issues. ➤ produce updated superlative indexes utilizing 1996 Consumer Expenditure Survey data. ➤ produce updated superlative indexes in an enhanced research environment utilizing 1998 Consumer Expenditure Survey data.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Improve the quality of the Consumer Price Index. (continued)</p> <p><i>Develop alternative measures of change in the cost of living. (continued)</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 2002, <p><i>Expand the Consumer Expenditure Survey sample.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, ➤ By the end of FY 2000, <p><i>Test an experimental CPI using geometric means.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, 	<ul style="list-style-type: none"> ➤ publish production quality superlative indexes to supplement the official CPI. ➤ prepare for sampling; hire and train interviewers. ➤ complete data collection and processing of larger sample. ➤ release experimental index and continue research. ➤ determine which CPI basic indexes are best calculated with the geometric means formula. ➤ incorporate changes into the official CPI.
<p>Improve service sector coverage in major BLS programs: Consumer Price Index (CPI), Producer Price Index (PPI), International Price Program (IPP) , and Productivity.</p> <p><i>Increase the coverage of service industries price and productivity indexes.</i></p> <ul style="list-style-type: none"> ➤ In each year from FY 1997 - 2002, 	<ul style="list-style-type: none"> ➤ percent of service sector employment covered in productivity statistics. ➤ percent of in-scope service output covered in the PPI.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Improve service sector coverage in major BLS programs: Consumer Price Index (CPI), Producer Price Index (PPI), International Price Program (IPP) , and Productivity. (continued)</p> <p><i>Increase the coverage of service industries price and productivity indexes. (continued)</i></p> <ul style="list-style-type: none"> ➤ In each year from FY 1997 - 2002, (continued) ➤ By the end of FY 1999, ➤ By the end of FY 2002, 	<ul style="list-style-type: none"> ➤ percent of imported and exported service sector covered. ➤ published CPI includes certain previously unpriced services. ➤ begin calculation of a new aggregate PPI measure combining covered goods and services.
<p>Improve the statistical quality of the output from the Current Employment Statistics program and establish a new Job Openings and Labor Turnover Survey (JOLTS).</p> <p><i>Convert the Current Employment Statistics (CES) survey sample from a quota-based sample to a probability-based sample.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, ➤ By the end of FY 2000, ➤ By the end of FY 2001, ➤ By the end of FY 2002, 	<ul style="list-style-type: none"> ➤ probability sample design research complete. ➤ redesign computer systems for probability sampling. ➤ initial production test of probability sample design complete. ➤ evaluate results of production test. ➤ begin phase-in of probability-based series for national estimates. ➤ begin phase-in of probability series for State and area estimates. ➤ convert at least half of CES industry series to probability-based sample.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Improve the statistical quality of the output from the Current Employment Statistics program and establish a new Job Openings and Labor Turnover Survey (JOLTS). (continued)</p> <p><i>Establish new Job Openings and Labor Turnover Survey.</i></p> <ul style="list-style-type: none"> ➤ In FY 1999 and FY 2000, ➤ By the end of FY 2000, 	<ul style="list-style-type: none"> ➤ study measurement and operational issues as how best to measure openings in new businesses and the effect on sample requirements and workload derived from the implementation of the North American Industry Classification System (NAICS). ➤ develop sample design, develop data collection forms, develop field test of data collection methodology, and develop data collection systems. ➤ begin sample phase-in.
<p>Fully integrate the separate existing BLS compensation programs.</p> <p><i>Publish National and area occupational compensation (wages and benefits) data from the National Compensation Survey (NCS).</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, 	<ul style="list-style-type: none"> ➤ phase out the Occupational Compensation Survey Program (OCSP). ➤ deliver to the Office of Personnel Management (OPM) the last 17 OCSP surveys and 15 NCS surveys for Locality Pay determinations; continue to work with OPM on refinements.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Fully integrate the separate existing BLS compensation programs. (continued)</p> <p><i>Publish National and area occupational compensation (wages and benefits) data from the National Compensation Survey (NCS). (continued)</i></p> <ul style="list-style-type: none"> ➤ In FY 1997 and FY 1998, ➤ In FY 1998 – 2001, ➤ In FY 1999 and FY 2000, ➤ In each year from FY 1999 – 2001, ➤ In each year from FY 2000 - 2002, ➤ By the end of FY 2002, 	<ul style="list-style-type: none"> ➤ continue NCS wage sample initiation for establishments with 50 employees or more. ➤ continue benefit initiations for establishments with 50 employees or more, and wages and benefits for establishments with less than 50 employees. ➤ supply data for Locality Pay determinations drawn entirely from NCS program. ➤ revise the benefits capture program. ➤ transition to NCS sample to calculate Employment Cost Index (ECI) products (index and cost levels). The ECI sample will be phased out in FY 2001. ➤ transition to NCS sample to produce Employee Benefits Survey (EBS) data (incidence and key plan provisions). The EBS products will be fully integrated into the NCS in FY 2002. ➤ produce estimates of employee benefit plan costs linked to plan provisions. ➤ test alternative ECI measures.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Fully integrate the separate existing BLS compensation programs. (continued)</p> <p><i>Coordinate the NCS Program and the Occupational Employment Statistics-Wage (OES-Wage) Program.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, ➤ In each year from FY 1998 - 2002, ➤ In each year from FY 1999 – 2002, 	<ul style="list-style-type: none"> ➤ implement coordination methodology for selected establishments. ➤ results gathered from the NCS/OES-Wage coordination research and feasibility tests. ➤ continue to coordinate NCS/OES-Wage collection for selected overlap units.
<p>Determine and address evolving customer needs.</p> <p><i>Determine customer satisfaction with major information dissemination methods and program products.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, ➤ In each year from FY 2000 - 2002, 	<ul style="list-style-type: none"> ➤ gather customer satisfaction measures with periodical publications and telephone service. ➤ begin to measure customer satisfaction with one additional information dissemination method (selected from fax, automated voice response, recorded messages, publications, and Internet). ➤ measure customer satisfaction with one additional major information dissemination method. ➤ continue to measure customer satisfaction with major information dissemination methods.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Determine and address evolving customer needs. (continued)</p> <p><i>Address customer needs.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ In each year from FY 1997 - 2002, ➤ In each year from FY 1997 - 2002, ➤ By the end of FY 1998, ➤ By the end of FY 1999, ➤ By the end of FY 2000, ➤ By the end of FY 2002, 	<ul style="list-style-type: none"> ➤ begin to make periodical publications available online. ➤ complete the third <i>Report on the American Workforce</i>. ➤ based on customer satisfaction measurement data, make improvements to a major information dissemination method or program product. ➤ increase user awareness of BLS products, and inform and educate users about significant changes to data series, such as the CPI revision. ➤ begin program of National Compensation Survey consultation and outreach efforts with compensation professionals. ➤ make current periodical publications available online. ➤ complete the fourth <i>Report on the American Workforce</i>. ➤ make historical periodical publications available online. ➤ based on customer-oriented data, conduct review of publishing program for the 21st century. ➤ make historical books, bulletins, and reports available online.

Appendix B: Performance Measures Matrix

Strategic Objectives/Performance Goals	Performance Measures/Indicators
<p>Enhance coordination with other Federal, State, and international statistical agencies.</p> <p><i>The BLS will work with other Federal statistical agencies to coordinate methodologies, reduce and avoid duplication, improve communication, and increase compatibility of data.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>The BLS will work within the Department of Labor to increase cooperative and collaborative efforts</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>The BLS will work with State statistical agencies to coordinate methodologies, reduce duplication, improve communication, and increase compatibility of data.</i></p> <p>➤ In each year from FY 1997 - 2002,</p> <p><i>The BLS will cooperate with foreign central statistical offices and international statistical organizations to exchange data and documentation of methods to enhance comparability of statistical definitions, classification systems, and methodologies.</i></p> <p>➤ In each year from FY 1997 - 2002,</p>	<p>➤ coordination will be enhanced and/or communication will be improved.</p> <p>➤ coordination activities will be carried out.</p> <p>➤ coordination will be enhanced and/or communication will be improved.</p> <p>➤ collaboration activities will be carried out.</p>

Appendix B: Performance Measures Matrix

Management Objectives/Performance Goals	Performance Measures/Indicators
<p>Enhance the capabilities of the BLS workforce.</p> <p><i>Develop and implement a new performance management system (PRISM) for managers and non-bargaining unit employees.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, ➤ By the end of FY 2000, ➤ By the end of FY 2001, ➤ By the end of FY 2002, <p><i>Integrate recruitment efforts with BLS workforce requirements.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, 	<ul style="list-style-type: none"> ➤ appraise managers using the new performance management system (PRISM). ➤ evaluate PRISM. ➤ implement changes in PRISM. ➤ develop performance management plan similar to PRISM for non-bargaining unit employees. ➤ implement performance management plan for non-bargaining unit employees. ➤ evaluate performance management plan for non-bargaining unit employees. ➤ implement changes in performance management plan for non-bargaining unit employees as necessary. <ul style="list-style-type: none"> ➤ expand college recruitment and relations program. <ul style="list-style-type: none"> * Conduct conferences for placement officers from various Historically Black Colleges and Universities and Hispanic Association of Colleges and Universities. * Develop and conduct workshops on college campuses on course work required for BLS positions and procedures for applying for BLS positions.

Appendix B: Performance Measures Matrix

Management Objectives/Performance Goals	Performance Measures/Indicators
<p>Enhance the capabilities of the BLS workforce. (continued)</p> <p><i>Integrate recruitment efforts with BLS workforce requirements. (continued)</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, (continued) ➤ In each year from FY 1999 - 2002, <p><i>Address educational and training needs in order to continue to develop employees work-related skills.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, ➤ By the end of FY 1999, ➤ In each year from FY 2000 – 2002, <p><i>Implement retention efforts to reduce separation rate in the BLS as needed.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1999, ➤ By the end of FY 2000, 	<ul style="list-style-type: none"> ➤ provide Internet access to BLS recruitment information, particularly for colleges and universities. ➤ evaluate and refine college recruitment and relations program as necessary. ➤ complete the systematic identification of competencies needed for major BLS occupations. ➤ implement occupation-specific programs to enhance the identified competencies of staff. ➤ evaluate occupation-specific programs and update program as a result of evaluation. ➤ complete study of staff retention and separations at the BLS. ➤ begin work on results from study.

Appendix B: Performance Measures Matrix

Management Objectives/Performance Goals	Performance Measures/Indicators
<p>Continuously modernize information technology resources to ensure efficiency of support processes.</p> <p><i>Ensure that there will be no interruption of service to BLS customers due to Year 2000 (Y2K) problems.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1997, ➤ By the end of FY 1998, ➤ By the end of FY 1999, <p><i>Provide a current and reliable computing infrastructure for BLS programs.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1999, 	<ul style="list-style-type: none"> ➤ begin programming and operational testing of systems to be Y2K compliant. ➤ continue programming and operational testing of systems to be Y2K compliant. ➤ all systems are implemented and certified to be Y2K compliant. ➤ Government-wide and Department of Labor reporting requirements are met. ➤ procurement of hardware and software are Y2K compliant. ➤ plans to address contingencies and ensure continuity of operations in the event of Y2K failures are implemented for all mission critical systems. <ul style="list-style-type: none"> ➤ deploy a video-conferencing capability to promote collaborative work efforts between BLS employees in eight regional offices and the national office. ➤ provide an active research and development effort to lead the Bureau in future technological progress. ➤ begin deploying Windows NT Workstation as a replacement for the Windows 95 operating system.

Appendix B: Performance Measures Matrix

Management Objectives/Performance Goals	Performance Measures/Indicators
<p>Continuously modernize information technology resources to ensure efficiency of support processes. (continued)</p> <p><i>Provide a current and reliable computing infrastructure for BLS programs. (continued)</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 2000, ➤ By the end of FY 2002, <p><i>Ensure data security and continuity of operations for BLS programs.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1999, ➤ By the end of FY 2001, <p><i>Expand the usage of generalized systems and services.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1999, ➤ By the end of FY 2002, <p><i>Improve access to the BLS computing environment for data collectors, staff on travel, State agencies, and other remote users.</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, 	<ul style="list-style-type: none"> ➤ establish criteria and develop metrics to measure the reliability and currency of key components of the computing infrastructure so that programmatic requirements are met. ➤ meet established criteria for reliability and currency of key components of the computing infrastructure. ➤ implement and maintain BLS information technology security standards. ➤ implement timely and effective counter-measures to emerging information technology threats. ➤ develop and test continuity of operations plans for BLS systems. ➤ begin developing recommendations for centralizing client-server services where cost effective and appropriate. ➤ implement centralized client-server services. ➤ develop installation procedures for configuring remote access PCs.

Appendix B: Performance Measures Matrix

Management Objectives/Performance Goals	Performance Measures/Indicators
<p>Continuously modernize information technology resources to ensure efficiency of support processes. (continued)</p> <p><i>Improve access to the BLS computing environment for data collectors, staff on travel, State agencies, and other remote users. (continued)</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1999, ➤ In each year from FY 1999 - 2002, <p><i>Improve availability and usability of BLS survey data, internal agency information, data collection, and computing services available on the World Wide Web (WWW).</i></p> <ul style="list-style-type: none"> ➤ By the end of FY 1998, ➤ By the end of FY 1999, 	<ul style="list-style-type: none"> ➤ establish a computer telecommunications network to provide service to State agencies. ➤ continue to deploy secure, reliable, cost effective, and accessible remote access technologies that improve response times for remote users. ➤ begin development of infrastructure necessary to support centralized Web-based data collection that serves two or more programs. ➤ complete deployment of infrastructure necessary to support centralized Web-based data collection that serves two or more programs. ➤ implement a Web-based subscription system for LABSTAT to better meet user needs for more rapid and convenient data delivery.
<p>Maintain the integrity and stewardship of the Bureau's financial resources.</p> <p><i>Maintain high quality financial records.</i></p> <ul style="list-style-type: none"> ➤ In each year from FY 1997 – 2002, 	<ul style="list-style-type: none"> ➤ receive few, if any, audit findings and resolve audit issues promptly.